Course Description

Examines personnel administration for line supervisors and managers, and integrates a systems approach to government regulation of employment, employment laws, conflict resolution, and performance-based personnel management.

Prerequisites

None

Course Textbook


Course Learning Objectives

Upon completion of this course, students should be able to:

1. Describe the strategic importance of human resource management activities performed in organizations and the contributions of the HRM function and discuss the role that specialists and operating managers play in performing HRM activities.
2. Explain the difference between external and internal environmental forces that affect HRM problems and identify how HRM activities contribute to a firm’s productivity.
3. Determine three major reasons why equal employment opportunity programs have evolved and describe two major criteria used to determine EEO and affirmative action compliance or noncompliance.
4. Discuss the role that culture plays in determining the effective use of human resource management practices in a global organization.
5. Describe the importance of human resources planning in organizations and discuss how managers forecast demand for and analyze the supply of employees in the organization.
6. Illustrate the uses that job analysis information can have in an organization’s HRM and describe four methods used to collect job analysis information.
7. Discuss how to develop an effective recruiting program for an organization and describe the recruiting process: who does it, how recruiters do it, and where they find recruits.
8. Define the steps in the selection process and describe how to use selection tools such as interviews and biodata more effectively.
9. Compare the advantages of various performance evaluation techniques and describe the process of feedback review and the skills required for it.
11. Analyze and evaluate methods of training and development for various types and levels of organization.
12. Explain the various methods and concerns associated with motivation and morale building that are used by the modern HRM manager.
13. Discuss the goals and functions of collective bargaining in the workplace.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.
Course Structure

1. **Unit Learning Objectives:** Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.

2. **Written Lectures:** Each unit contains a Written Lecture, which discusses lesson material.

3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook. PowerPoint presentations that correspond with each chapter reading assignments are provided in each unit as supplemental readings. Additional supplemental readings are provided in each unit to aid students in their course of study.

4. **Learning Activities (Non-Graded):** These non-graded Learning Activities are provided in Units I-VII to aid students in their course of study.

5. **Key Terms:** Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.

6. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.

7. **Unit Assessments:** Unit Assessments are to be taken by students at the completion of Units I-VII in this course. A grading rubric is included with the Unit VI Assessment. Specific information about accessing this rubric is provided below.

8. **Case Study:** This assignment will be submitted in Unit VIII - students will choose two case studies out of a list of three and answer the questions provided. Details and instructions appear below.

9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

Case Study

This assignment consists of two case studies worth 50 points each. Three case studies are listed below; choose two of the three case studies. Identify the case studies you have chosen with your responses. All references should be cited according to APA guidelines, including the textbook.

**1. Case study choice 1:**

Read the Application Case 15-1 on pages 503-505 of the textbook. Answer the following questions based on your reading of the case and the material in Chapter 15. Your response should be at least 3 pages in length, and you should cite references relied upon for your answers. All references should be cited according to APA guidelines, including the textbook.

a. Evaluate the various claims made by the union and counterclaims made by the company regarding the charges of unfair labor practices. Which of the arguments are most persuasive?

b. Was the statement by Nord to Snow on the date of the representational election a threat or a legitimate prediction and personal opinion protected by the free speech provisions of the act? Why, or why not?

c. Was the company obligated to accept the union’s majority status claim on the basis of the authorization cards submitted by the union? Explain your answer.

d. If the company is found to have violated the act, what would be the appropriate remedy: a bargaining order or a new election? Explain your answer.

**2. Case study choice 2:**

Read the Application Case 16-1 on pages 532-534 of the textbook. Answer the following questions based on your reading of the case and the material in Chapter 16. Your response should be at least 3 pages in length, and you should cite references relied upon for your answers. All references should be cited according to APA guidelines, including the textbook.

a. Should Castulon Corporation establish a drug-testing program? If so, recommend a specific policy for the program that includes disciplinary procedures for dealing with employees who test positive for drug use.

b. What are the most difficult challenges facing an organization in establishing a drug-testing program? Discuss.
c. Some observers assert that, since alcohol abuse is more prevalent in the workplace and its effects are just as costly, companies should also test for alcohol use. Do you agree? Explain.

3. Case study choice 3:

Read the Application Case 17-1 on pages 564-565 of the textbook. Answer the following question based on your reading of the case and the material in Chapter 17. Your response should be at least 2 pages in length, and you should cite references relied upon for your answers. All references should be cited according to APA guidelines, including the textbook.

a. What should Cindy do, and why? Frame your answer in terms of a safe and healthy workplace.

To submit your completed Case Study upload your assignment using the link provided in Unit VIII. Do not e-mail your paper directly to your professor. By uploading your assignment using Blackboard, your university record will automatically be updated to indicate you have submitted your paper and it will be provided to your professor for grading.

APA Guidelines

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guide” is available for you to download from the APA Guide link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document includes examples and sample papers and provides links to The CSU Success Center and the CSU Online Library staff.

Blackboard Grading Rubrics

Unit Assessment Rubrics

One or more “written response” questions in this course utilize a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of the written response question. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback.

You are encouraged to view the rubric before submitting your response. This will allow you to review the evaluation criteria as you prepare your response. You may access the rubric by clicking on the “View Rubric” icon next to the written response question within the assessment. Upon receiving your assessment grade, you may view your grade breakdown and feedback in the rubric within the assessment.

CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers, unless otherwise specified within assignment instructions. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or access it through the CSU Grading Rubric link found in the Learning Resources area of the myCSU Student Portal.

Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.
Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

- Discussion Boards (8 @ 2%) = 16%
- Assessments (7 @ 10.5%) = 73.5%
- Case Study = 10.5%
- Total = 100%

Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

<table>
<thead>
<tr>
<th>Unit I</th>
<th>Introduction to Human Resource Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review:</td>
<td>Unit Lesson Guide</td>
</tr>
<tr>
<td></td>
<td>Learning Activities (Non-Graded): See Study Guide</td>
</tr>
<tr>
<td>Read:</td>
<td>Chapter 1: Human Resource Management</td>
</tr>
<tr>
<td></td>
<td>Chapter 2: A Strategic Management Approach to Human Resource Management</td>
</tr>
<tr>
<td></td>
<td>Supplemental Reading: See Study Guide</td>
</tr>
<tr>
<td>Discuss:</td>
<td>Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)</td>
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</tr>
</tbody>
</table>

| Notes/Goals: |

<table>
<thead>
<tr>
<th>Unit II</th>
<th>The Environment of Human Resource Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review:</td>
<td>Unit Lesson Guide</td>
</tr>
<tr>
<td></td>
<td>Learning Activities (Non-Graded): See Study Guide</td>
</tr>
<tr>
<td></td>
<td>Chapter 4: Global Human Resource Management</td>
</tr>
<tr>
<td></td>
<td>Supplemental Reading: See Study Guide</td>
</tr>
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</tbody>
</table>

| Notes/Goals: |
### Unit III: Human Resource Planning

**Review:**
- [ ] Unit Lesson Guide
- [ ] Learning Activities (Non-Graded): See Study Guide

**Read:**
- [ ] Chapter 5: Human Resource Planning and Alignment
- [ ] Chapter 6: Job Analysis and Design
- [ ] Supplemental Reading: See Study Guide

**Discuss:**
- [ ] Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- [ ] Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- [ ] Assessment by Tuesday, Midnight (Central Time)

**Notes/Goals:**

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### Unit IV: Acquiring Human Resources

**Review:**
- [ ] Unit Lesson Guide
- [ ] Learning Activities (Non-Graded): See Study Guide

**Read:**
- [ ] Chapter 7: Recruitment
- [ ] Chapter 8: Selection
- [ ] Supplemental Reading: See Study Guide

**Discuss:**
- [ ] Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- [ ] Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

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- [ ] Assessment by Tuesday, Midnight (Central Time)

**Notes/Goals:**
# MHR 6451, Human Resource Management Methods

## Course Schedule

### Unit V: Human Resource Performance Evaluation and Compensation Overview

**Review:**
- Unit Lesson Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- Chapter 9: Performance Evaluation and Management
- Chapter 10: Compensation: An Overview
- **Supplemental Reading:** See Study Guide

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- **Assessment** by Tuesday, Midnight (Central Time)

### Notes/Goals:

### Unit VI: Rewarding Human Resources

**Review:**
- Unit Lesson Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- Chapter 11: Compensation: Methods and Policies
- Chapter 12: Employee Benefits and Services
- **Supplemental Reading:** See Study Guide

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
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**Submit:**
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### Notes/Goals:
<table>
<thead>
<tr>
<th>Unit VII</th>
<th>Developing Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review:</td>
<td>- Unit Lesson Guide</td>
</tr>
<tr>
<td></td>
<td>- Learning Activities (Non-Graded): See Study Guide</td>
</tr>
<tr>
<td>Read:</td>
<td>- Chapter 13: Training and Development</td>
</tr>
<tr>
<td></td>
<td>- Chapter 14: Career Planning and Development</td>
</tr>
<tr>
<td></td>
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</tr>
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<tr>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit VIII</th>
<th>Labor Relations and Safety and Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review:</td>
<td>- Unit Lesson Guide</td>
</tr>
<tr>
<td>Read:</td>
<td>- Chapter 15: Labor Relations and Collective Bargaining</td>
</tr>
<tr>
<td></td>
<td>- Chapter 16: Managing Employee Discipline</td>
</tr>
<tr>
<td></td>
<td>- Chapter 17: Promoting Safety and Health</td>
</tr>
<tr>
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